

90th MISSILE WING STRATEGIC PLAN 2008

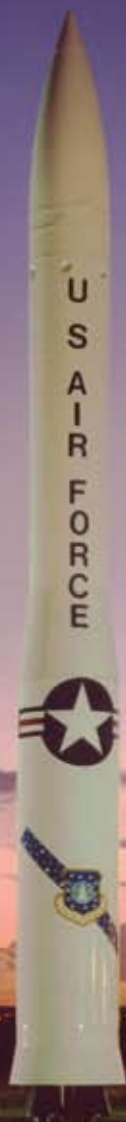


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Our Mission

The primary mission of the 90th Missile Wing is to support the Air Force's overarching mission of delivering sovereign options for the defense of the United States of America and its global interests. Specifically, our wing provides a nuclear strike option to deter aggression from any potential adversary.

Global Strike ... On Time, Every Time, Any Time ... Perfect!

As our mission statement suggests, our global strike capability must be ever ready, and ever postured for immediate response. The President, in his role as the nation's Commander in Chief, places great faith that we will precisely and unhesitatingly execute his directives.

In this responsibility, our standard is clear. When it comes to operating, maintaining, securing, or supporting nuclear weapons, we must be perfect. The American people should expect no less. This standard demands the best from each of us, and therefore requires us to not only know our jobs well, but to perform them with diligence and discipline. There is no room for incomplete knowledge or substandard performance.

The stability of the Cold War has long since past, giving way to an era of great challenge and tremendous uncertainty. Maintaining, sustaining, and transforming our nuclear force must be accomplished while simultaneously supporting the Global War on Terror and meeting the needs of our associate units, base population, and community. These demands are greater than ever while our resources are fewer than ever. Only through inspiring leadership, creative management, and an adaptable organization will we meet the challenges placed before us.

Fortunately for F. E. Warren Air Force Base, we can draw upon a powerful alliance that has long existed between the base, the City of Cheyenne, and the State of Wyoming. A host of partners ranging from the Wyoming Guard to helping organizations like the Air Force Association and the Chamber of Commerce, stand ready to provide assistance. Base-level activities make a huge difference across the base such as the Chiefs Group, CGOC, First Sergeants Group, Top-Three, Rising Six, and Warren Spouses Club. These and other groups and programs are the strength of this base, and are the envy of the Air Force.



Our Strategy

Recognizing that resources are scarce, we must establish and pursue a clear set of priorities to ensure we use our people, money, materials, and time in the most efficient and effective manner possible.

Mission First... People Always

As an ICBM unit, we have the unique responsibility to train, maintain, and equip our wing while simultaneously meeting perennial mission requirements levied on us by our assigned combatant command, US Strategic Command. As such, we never have a down-day, we never get a break—we are always ready. Recognizing that our nuclear mission is first and foremost, it is listed number one against our other priorities:

- Deter aggression through a strong, safe, and secure ICBM force
- Deploy troops forward to fight and win the Global War on Terror
- Deliver world-class support to our associate units, base, and community

Each of these wing priorities are based on Air Force and joint strategies of sustaining the nation's war fighting advantage, defeating terrorism, protecting our homeland, and developing our people. Our number one priority ensures we continue to provide the nation's single most lethal capability within the military instrument of power. While doing so, we must also train and equip our Airmen and deploy them overseas to fight and win the Global War on Terror. Meanwhile, we must provide the means to develop our Airmen, give them a great home and workplace, support our associate units, and partner with our community and assist them during emergencies.

These priorities will drive our strategic decisions regarding manpower requirements, operations, financial plans, military construction, training and exercises, and transformation initiatives. It is worth emphasizing, however, that at no time will senior leadership subordinate nuclear surety to any other demand placed upon the wing.



Our Vision

Missile operations is one of the most mature operations in the Air Force with well developed processes and procedures. While great faith can be placed in exceptional technical orders, checklists, instructions, and practices, care must be taken to prevent complacency in day-to-day activities. The desire for excellence must be inspired for both mission accomplishment and support for our people.

Best in Class and Base of Choice

This vision challenges us to be the best at what we do—the best global strike force in the world. Building upon a heritage of excellence dating back to our legacy organization of the “Mighty Ninety” during World War II, the wing continues to perform in an outstanding manner. Recently, the wing has won the Moorman Award for best overall space wing in Air Force Space Command, the Williams Award for best ICBM wing, and the Omaha Trophy for best strategic combatant wing. This triple crown of achievement clenched back-to-back Air Force Outstanding Unit Awards and gives us undisputed recognition as the “best in class.”

We are unquestionably the best in class when it comes to mission accomplishment, and we will strive to maintain that level of performance. We will also strive to be the base of choice within Air Force Space Command. While we do not have perfect weather, palm trees and beaches, or cosmopolitan diversions, most of us will agree that those are not the things that make up “the assignment of a career.”

Creating an environment that recognizes and rewards performance, giving people important things to do, ensuring supervisors are motivating and inspiring, and allowing units to create fun in imaginative ways ... these are the keys to the ideal assignment.

Through a concerted effort, we will develop the best service programs possible, meet the needs of our Airmen and their families, and improve facilities to the extent resources will allow. Ultimately, we want people excited about coming to F. E. Warren, enjoy going to work each and every day, do not want to leave, and if they do, cannot wait to return. We will work hard to not only be the best in class, but also the base of choice.















F. E. Warren AFB Goals

Base-level goals and supporting objectives, although varied, ultimately and collectively support the base's enduring missions of deterring aggression, deploying Airmen, and delivering support. The Air Force has invested heavily in the sustainment and modernization of the Minuteman III weapon system, with the expectation that the 90th Missile Wing will be good stewards of that investment and achieve directed levels of combat effectiveness. When deploying Airmen, we owe it to them and their families to provide the best possible equipment, training, and support. Meanwhile, our associate units, base population, and community partners should expect our absolute best when it comes to meeting their needs.

The six goals listed below articulate our wing's desire for improvement. As a premier organization, we are never satisfied with the status quo, and eagerly seek to be better. To realize our vision of best in class and base of choice, each of the wing's priorities is covered, as are opportunities to take care of our people, their families, and support our community.

- Sustain and modernize the Minuteman III weapon system
- Develop and inspire our Airmen
- Improve our quality of life
- Exceed standards on higher headquarters inspections
- Support our deployers and their families
- Pursue transformation where it makes sense

As the table suggests, these goals support all of the wing's priorities to some extent. It is worth noting that the wing considers "deployers" as those who deploy overseas in harms way *and* those that deploy to the missile field on a routine basis. Whether supporting our at home deployers or our Air Expeditionary Force deployers, the wing must address the unique challenges facing our Airmen and lessen the burden on their families.

	Modernize ICBMs	Develop Airmen	Improve QoL	Inspection Excellence	Support Deployers	Transform
<i>Deter Aggression</i>						
<i>Deploy Airmen</i>						
<i>Deliver Support</i>						

Sustain and modernize the Minuteman III weapon system. The Minuteman III weapon system was deployed in the mid-1970s, with much of its infrastructure deployed in the early 1960s. To ensure a viable weapon system beyond 2020, several modernization and sustainment programs are under way. These simultaneous, yet essential programs place great strain on operations, maintenance, and security forces. When complete, the Minuteman III missile will be essentially new; however, much of our support, handling, and transportation equipment continue to age.



Develop and inspire our Airmen. People are our most valuable asset. Given that F. E. Warren AFB has the youngest demographic of any operational wing in the Air Force, and has a mission that demands adherence to standards with perfection, the challenges are manifold. Our Airmen must be trained to exceptional heights of performance, motivated to meet strict behavioral standards mandated by the Personnel Reliability Program, and maintain warrior readiness at all times. We must all lead by example, recognize and reward performance, and maintain good order and discipline. Our young force continues to perform at amazing levels of achievement.



Improve our quality of life. In a fiscally constrained environment, support for major programs or initiatives is unlikely. The base will not see significant investment in new facilities, base beautification efforts, or expansion of infrastructure. However, much can be done within existing and projected resources. First and foremost, wing leadership will work hard to restore an acceptable level of contract service support to reduce the burden we have placed on our people. We will also work hard to maintain the existing level of infrastructure, advance the effort on privatized housing, and expend funds on low cost, high benefit initiatives. One of the most important things we can do is create fun and memorable events for our people, to ensure we give ourselves opportunities to relax and have a good time.



Exceed standards on higher headquarters inspections. Nuclear operations demand high standards, and therefore require routine and rigorous inspections. Day-to-day excellence is the single best preparation approach for any inspection; however, these inspections provide forcing functions to ramp up to peak performance. An end-to-end review of process and procedures, thorough equipment inspection and preparation, honing of technical skills and proficiency all serve to make us better. The goal is to do our best, and ensure our programs are rated satisfactory on pass/fail inspections, and excellent or better on five tier-rated inspections.

90th MISSILE WING STRATEGIC PLAN



Pursue transformation where it makes sense. Our wing will embrace both the processes and the spirit of innovation that comprises Air Force Smart Operations 21. Good ideas can come from the most innocuous places, and we need to ensure that everyone on this base has a voice and will be heard. Innovation may come from us, or it may be handed down from higher headquarters. Regardless of where innovation is born, we need to develop and maintain a culture receptive to change by having an open mind and being willing to take risks, and if it does not work, to move on.

Support our deployers and their families. This wing deploys personnel overseas and to the missile fields in Wyoming, Nebraska, and Colorado. Each provide opportunities to meet needs of their families, and this has been and will continue to be a high priority for base leaders and helping agencies. For overseas deployers, the wing must ensure they are equipped with the best equipment available, given exceptional training with the opportunity to practice in high fidelity exercises, give them appropriate send-offs, and celebrate their return. Furthermore, we need to provide support and maintain close communication during their deployment. We can never do too much for our deployers and their families.



Objectives

Supporting our

Priorities and Goals

Our six goals provide the major components of our overarching strategy to simultaneously meet mission requirements and take care of our people. These goals, however, are broad and for the most part not actionable. Goals provide the basis for objectives, which in turn, drive task definition. At the wing level, we will identify only the major objectives that support each goal, and then identify a responsible agency to lead the effort in its achievement. It will be left to the responsible agency to determine how best to define tasks, assign responsibilities, and set suspenses.

The 90th Missile Wing Director of Staff is responsible for managing the wing's strategic plan, and advising the commander of goals and objectives attainment. The Director may request status updates, action plans, stop light charts, etc, to ensure progress is being made on the below listed objectives.

1. *Modernization.*

The wing goal of *sustain and modernize the Minuteman III weapon system* supports the Air Force's overall effort to sustain our war fighting capabilities, and will be realized through the following objectives:

1.1: Execute ICBM sustainment and modernization programs as safely, efficiently, and effectively as possible. Billions of dollars have been invested in the Minuteman III system, with multiple programs being executed simultaneously. The overriding principle in executing these programs is safety. Operational Risk Management is key, and must not be sacrificed on the alter of cost and schedule. Major programs include the Guidance Replacement Program, Propulsion Replacement Program, Safety Enhanced Reentry Vehicle, Remote Visual Assessment, Fast Rising B-Plug, Environmental Control System modernization, and standby power sustainment. (Lead: 90 MXG)



2. Airmen.

The effort to *develop and inspire our Airmen* is an essential investment, and one that can yield tremendous returns, ultimately impacting every corner of the base. The term “Airmen” is an inclusive term used to describe active duty and reserve members of all ranks, civil servants, NAF employees, and retirees. The following objectives will support our goal of creating the best work force possible:

2.1: Enhance opportunities for mentorship. Formal and stilted programs assigning mentors to mentees do not have a legacy of success. However, creating a culture of volunteer mentorship has been proven to significantly impact the growth and well-being of Airmen of all experience levels. This is done by providing educational materials and training events to inspire mentorship, while creating activities and venues where mentoring can occur. Key players in this initiative include organizations like the Chiefs Group, CGOC, Top Three, First Sergeants Group, and Rising Six. Simply put, mentoring is sharing experiences and providing guidance in an encouraging manner. **(Lead: IDS, Mentoring Working Group)**

2.2: Create a culture of responsible choices. Our Airmen and their families, like members in society, are tempted with a barrage of unhealthy and illegal choices. While there are an infinite number of choices to be made, our base will focus on a few key areas that have the greatest opportunity to make a difference. Principally through education and awareness, along with support from the chain of command, these are the areas we hope to address: healthy relationships, suicide prevention, responsible alcohol use, effective parenting, tobacco cessation, lawful internet use, and financial responsibility. **(Lead: IDS, CoRC Working Group)**

2.3: Improve education opportunities for our workforce. The demands for a skilled and educated workforce have never been greater, and the opportunities for pursuing education have never been better. For the uniformed members of the base, young airmen and NCOs should be pursuing their associate degrees. Senior NCOs should be seeking their bachelors degrees. Officers need to be working on their masters degrees. With NSPS, civilian members can seek educational opportunities for future assignments, rather than being limited to their current assignment. Given the unique and challenging work schedules many members of F. E. Warren face, maximum flexibility and redundancy in course offerings need to be created. Also, financial burdens need to be minimized through Air Force programs, scholarships, and grants. **(Lead: 90 MSG)**

2.4: Reward performance in creative ways. Our people work hard, under exacting standards and challenging environments, to meet mission requirements each and every day. Unlike many wings, the 90th Space Wing can never take a day off. With such a young workforce contributing so much, a culture of appreciation requires constant attention and innovation. Although much can be gained through traditional methods of recognizing performance such as decorations, quarterly and annual awards, letters of appreciation, presenting coins, etc., matching tangible rewards with recognition can be a strong motivator. As an example, the “Caught You Doing Something Good” cards given by senior leaders can be redeemed for gift certificates offered by the Chamber of Commerce. Whether on an individual, team, or unit level, rewarding performance is synonymous with taking care of our people. **(Lead: 90 MW/CCC)**

2.5: Enhance physical fitness. A culture of warrior fitness continues to mature in the Air Force. As an expeditionary force, our people must be physically fit to meet demanding physical challenges in an overseas, joint and coalition environment. The wing will continue to invest in facilities and equipment that help physical training leaders do their jobs. Commanders will ensure fitness training and testing regimes meet the needs of their particular units’ missions and schedules. The Health and Wellness Center will ensure there is a multi-faceted and integrated approach to fitness programs/sessions at the base, unit, and individual level. **(Lead: 90 MDG)**

3. Quality of Life.

Even in a fiscally constrained environment, much can be done to *improve our quality of life* at F. E. Warren AFB. Over the past 20 years, the Air Force has made huge gains in providing a reasonable quality of life for our bases and their people. Accommodating significant budget cuts, particularly in service contracts, has resulted in challenges for our people. The following objectives will help make a difference:

3.1: Restore an acceptable level of service contracts. Mandated contract cuts have resulted in a sharp reduction in service contract funding, particularly for custodial services and base grounds upkeep. Consequently, personnel are spending time away from the primary responsibilities to maintain facilities, shovel snow, clean offices, etc. In order to return to Air Force minimum facility standards, additional funding is necessary. **(Lead: 90 MW/CC)**

3.2: Sustain or modernize our world-class facilities. Many of our buildings are well over 100 years old. These historic buildings require careful stewardship, and disciplined investment. Infrastructure sustainment for water lines, steam lines, gas and electrical lines require an equal amount of investment discipline. Maintaining the status quo is expensive and challenging, but that is our first priority. A few multi-million dollar renovation and modernization efforts are underway, and we will make our case for more. Fall Hall and our last two historic dormitories will be renovated over the next year. Gate 5 will receive a complete overhaul in support of the Wyoming Guard presence on the base. Many of our roads will be resurfaced in the coming months. Other smaller projects are underway to improve base infrastructure and facilities. Future needed modernization or military construction efforts include an addition to the maintenance complex, a new consolidated fire department, a new visitors center, and renovation of the security forces and wing headquarters buildings. **(Lead: 90 MSG)**



3.3: Develop an executable housing privatization plan.

The Air Staff is working to bundle F. E. Warren AFB with Malmstrom AFB and Whiteman AFB in order to attract a qualified contractor. For the most part, the base's historic housing is in good shape following a \$27 million lead-based paint abatement project. The Atlas housing area is now 10 years old and requires attention. Our older homes are in need of significant renovation or replacement. (Lead: 90 MSG)

3.4: Exceed customer expectations for base services, BX, and commissary. Significant services improvements have been made over the past few months, and none more apparent than the "Club Warren" initiative and the Trails End Club. A sense of ownership, customer focus, and talented leaders have made a huge difference across the base's services programs, with more planned in the future. The commissary, although small, continues to provide customers what they want. We will conduct marketing analysis to ensure the BX and associated facilities are meeting and exceeding customer expectations. (Lead: 90 MSG)

3.5: Create activities that are rewarding, exciting, and fun. This is a wing that knows how to work hard and play hard. Activities are created at the unit, base, and community levels to provide opportunities for fun. Commanders are responsible for encouraging their units to sponsor events that are not only for their people, but for units across the base. Collectively, base level activities, either ad hoc or perennially planned, should appeal to the spectrum of the base's demographic over time. Major base-level events should occur at least quarterly. Local community events are ongoing, and base services programs obtain discounts and facilitate marketing. (Lead: 90 MSG)



4. *Inspections.*

In order to *exceed standards on higher headquarters inspections*, the wing must maintain a daily culture of excellence, and come inspection time, perform with confidence knowing that the wing does it right every time. Inspections are also an opportunity to share best practices from other wings, and vice versa. To ensure we perform our best during inspections, we will pursue the following objectives:

4.1: Achieve a Satisfactory on all INSIs. We will perform three Initial Nuclear Surety Inspections in 2008. These are pass/fail, with a rating of satisfactory the highest possible. Like all nuclear surety inspections, these are exceptionally rigorous and require painstaking preparation. The wing will be evaluated on using a new hoist assembly and maintenance pit located in the WSA, the ability to deploy the MK-12A reentry vehicle, and operating the new WSA security system. For each inspection, a detailed preparation plan will be developed and progress carefully monitored. **(Lead: 90 MXG)**

4.2: Obtain an Excellent or better on the MSET. The 20th Air Force administered Missile Standardization/Evaluation and Training assessment is an exceptionally thorough inspection of missile crew member, maintenance technician, and security member proficiency. Through direct testing and evaluation of wing members, along with a stringent review of programs, materials, and documentation, a five-tier grade is given to each area. Certain areas/equipment are also inspected for overall condition, configuration, and proper use. **(Lead: 90 MW/CV)**

4.3: Achieve a Satisfactory on the NSI. Every 18 months, the wing is inspected on nuclear procedures to renew our “nuclear operating license.” Although a pass/fail inspection with a rating of satisfactory the highest possible, any lapse in operations, maintenance, security, or support could fail the wing, particularly if it impacts nuclear surety. Success with this inspection requires a concerted effort of preparation and performance, with exceptional coordination and teamwork across the entire base. **(Lead: 90 MW/CV)**

4.4: Obtain an Excellent or better on the UCI. The Unit Compliance Inspection occurs once every 5 years, and allows the wing to demonstrate its ability to exceed program guidelines and regulatory requirements. Meticulous use of self-inspection guides, assistance from outside organizations providing staff assistance visits, and a careful review of other units’ reports are the best ways to prepare and excel on this inspection. Because these inspections occur infrequently, observing another unit during the cycle will be exceptionally helpful. **(Lead: 90 MW/CV)**



5. Deployments.

Our Airmen demonstrate the acme of service and sacrifice as they defend our nation away from friends and family, and in harsh or dangerous environments. We absolutely must *support our deployers and their families* in the best way possible. The following objectives are designed to focus the wing's resources and leadership on supporting our deployers and families, whether deploying overseas or to the missile field:

5.1: Improve training, equipping, and exercising opportunities. This objective supports overseas deployers to ensure they are prepared in the best possible way to accomplish their mission with minimal risk to themselves and their fellow Airmen. Procuring the best equipment available for deployers is the highest resource priority for the wing. Not only will all required expeditionary skills training be accomplished, but multiple opportunities to practice those skills in an exercise environment. Field Warrior Phase I and II exercises will be accomplished for every AEF bucket. **(Lead: 90 MSG)**

5.2: Institutionalize base support to the deployed. Especially for those deployed overseas, our deployers need to feel connected to their home base and maintain a sense of awareness of what their friends and families are experiencing. Furthermore, we should be postured to meet needs of the deployed, whether it's taking care of issues at the home base, with family members, or providing morale items, newspapers, emails, letters, and care packages. Also, deployers should always be considered for assignment opportunities, special selections, nominations, awards, etc. so that they are never disenfranchised from opportunities simply because they are away from home station. A deployer must never be given "out of sight, out of mind" treatment. By projecting support forward, and realizing a member's presence back home, deployers can receive the best care possible. **(Lead: IDS, Deployment Working Group)**





5.3: Connect family needs with helping agencies. Across our base and community, we have a number of formal and informal helping agencies spring loaded to support our deployed member families. Although the focus has been on overseas deployments, families of missile field deployers need to be supported too. Formal agencies like the Airmen and Family Readiness Center, First Sergeants, Key Spouses, and a myriad of others located on and off base provide direct support. They can also leverage volunteer activities like Warren Cares and base-affiliated organizations like the Top-Three, Air Force Association, Military Affairs Committee, and CGOC. Identifying needs is often the most difficult part, since many family members are slow to request help. Establishing open communication with both the spouse and the deployed member is key in ensuring we meet needs as they arise. **(Lead: IDS, Deployment Working Group)**



5.4: Create send-off and homecoming celebrations. The wing needs to create events in which we can say farewell to our deployers, and provide reassurance to their families that we are postured to take care of them. Similarly, events should be created once they return to express appreciation for their service and sacrifice, and to provide leaders the opportunity to engage with the deployers to determine if there are any redeployment needs that may need to be met. **(Lead: IDS, Deployment Working Group)**



6. Transformation.

The Air Force is strapped for resources as it simultaneously fights and wins the Global War on Terror while modernizing our aging weapon systems. Therefore, we are required to *pursue transformation where it makes sense*. Our base will implement transformational initiatives derived locally, and those directed by higher headquarters. Care must be taken to implement initiatives in the smartest possible way, and to provide honest feedback on whether or not they are successful. The following objectives provide opportunities for our base to implement or improve transformational initiatives:

6.1: Institutionalize Force Support Squadron merger. The merger of the Services Squadron and Mission Support Squadron has created a squadron of broad responsibilities ranging from running a golf course to civilian personnel management to family support. These diverse activities require leadership experiences that the Air Force has not yet created. To groom those experiences, a concerted effort will be made to ensure FSS members gain both services and personnel experiences. Furthermore, consolidation of unit CSS actions will be managed carefully to maintain an acceptable level of support to base personnel. **(Lead: 90 MSG)**

6.2: Resolve crew force manning issues. Under transformational initiatives, the operations crew force assumed a 3-person crew construct pulling alerts in 3-day rotations. After a year's worth of experience, it is becoming apparent that the existing crew force may not have sufficient numbers to sustain 3-person crews. Manpower and fatigue studies may suggest additional crew members are required, a different organizational construct is needed, or that a return to 2-person, 24-hour alerts should be recommended. If a change is directed, the operations group will need to implement in the smartest manner possible. **(Lead: 90 OG)**

6.3: Improve business practices to exceed metrics. In many respects, our wing is years behind our society in using digital and automated processes. Meeting suspenses, particularly OPRs and EPRs, continues to be a challenge. Other areas ripe for wing-wide improvement include medical readiness rates, deployment discrepancy rates, fitness currency, and staff processing. Best practices from other bases will be considered for implementation to help improve productivity and timeliness. **(Lead: 90 MSG)**





6.4: Improve base-wide communications. A myriad of tools are available to share information across the base; however, there are opportunities for improvement. Additional marques to highlight services activities would improve marketing. Web-based information programs to support the Air Force Incident Management System and information sharing up and down the chain of command, as well as with the base could improve situational awareness during emergencies. Pop-up alerting for desktop computers could provide near real-time information sharing with the entire base. A daily base-all email could remind everyone of major events occurring that day and the next day. Fundamentally, people like to be informed of what is going on, and what events they can participate in. (Lead: 90 MSG)

6.5: Pursue total force initiatives. With the Wyoming Guard moving onto the base in significant numbers, F. E. Warren AFB will take on a truly joint, and total force composition. Working with the Guard in smart ways, there may be opportunities to create synergies in base operations and support. Air Force individual augmentees provide key capabilities as we support the Global War on Terror. The wing should continue to seek opportunities to leverage the reserve component, not just on an individual basis, but what mission subsets can they assume, and what opportunities are there for associate reserve units and major tasks across the wing. (Lead: 90 MW/CC IMA)



Strategic Map

Best in Class — Base of Choice

Global Strike—On Time, Any Time, Every Time—PERFECT!

IMPACT

Strong, Safe, and
Secure Deterrent Capability

Fight and Win the GWOT

MISSION ALWAYS

OPERATIONS

Responsive to
COCOM Directives

Professional
Crew Force

MAINTENANCE

MM III Weapon
System Ready

Professional
Maintainers

SECURITY

MM III Weapon
System Safe and Secure

Professional
Security Forces

SUPPORT

Healthy and Resourced
Personnel & Infrastructure

Professional
Support Team

Perform NORTHCOM Crisis Response

Deploy Airmen to fight and win

Support our local community

Enable our associate units

PEOPLE FIRST

Inspire excellence and
mentor Airmen

Balance mission,
family, and fun

Value people and
reward performance

Build a sense of team
across base/community

Train and educate our
people for success

Pursue transformation
where it makes sense



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